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AUTHOR Oakman, Cheryl B.; Yanoff, Shelly D.; Raines, Bonnie; Fynes, Steven E.

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ABSTRACT

As the need for providing youth with positive, constructive, and supervised after-school opportunities is increasingly recognized, advocates and policymakers face the challenge of funding quality, affordable, accessible youth development programs that meet the needs of working families and enrich learning and social development for youth. Recognizing the need for state funds to augment the local, national, and philanthropic support for youth development in Pennsylvania, the Philadelphia Citizens for Children and Youth (PCCY) examined the experiences of other states in successfully supporting youth development initiatives. Information was obtained through interviews with child advocacy experts in several states where millions of dollars were appropriated to after-school and youth programs. This report details findings of that survey, describing youth development efforts and accomplishments in California, Illinois, Kentucky, Maine, Maryland, New York, and North Carolina, and discussing common elements to those initiatives. The report observes that each state had a persistent champion who made youth development their cause, that the impetus for youth development programs varied across states, that organizations and coalitions improved public awareness of the need for youth development programs, and that state and community leaders from both political parties could work together to create a strong youth development system. Concluding the report is a list of recommendations for advocacy strategies in Pennsylvania: (1) find, support, and assist champions; (2) build broad-based visible support; and (3) develop and strengthen on-going supports. (KB)

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Youth Development in Pennsylvania

Why not here? Why not now?

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The Center for Youth Development &
Philadelphia Citizens for Children and Youth

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About the Organizations

The Center for Youth Development

Established in March of 1998, the Center for Youth Development (CYD) is an initiative of the United Way of Southeastern Pennsylvania and funded by the William Penn Foundation to improve the regional system of youth development services by promoting standards for quality non-school hour programs and building the capacity of public private organizations through a neighborhood-based approach. CYD provides community education on youth development; planning and advocacy resources on youth development policies; training, technical assistance and support of selected agency networks including William Penn Foundation's Youth Opportunities Initiative, Youth Development Council's Southeast Philadelphia Collaborative, Peacemakers, First Doors To The Future and Member Agencies of the United Way of Southeastern Pennsylvania.

Philadelphia Citizens for Children and Youth

Founded in 1980, Philadelphia Citizens for Children and Youth (PCCY) serves as the region's leading child advocacy organization and works to improve the lives and life chances of the region's children. Through thoughtful and informed advocacy, community education, targeted services projects and budget analysis, PCCY seeks to watch out and speak out for the children in our regions. PCCY undertakes specific and focused projects in several areas affecting the healthy growth and development of children, including after-school, child care, public education, child health and child welfare. PCCY's ongoing presence as a watchdog and advocate for the region's children informs all of its efforts.

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Introduction

Investing in Youth Development in Pennsylvania

In the last decade, as more and more parents have gone to work, more and more school-age youngsters have been left alone, unsupervised in their homes and communities. And industries and commercial establishments moving out have changed the communities themselves, often leaving fewer resources for young people in their neighborhoods. Too many of our children and youth live in neighborhoods that offer no safe havens; thousands of our adolescents want and need positive things to do in the hours when school is not in session. National and local research points to the value of positive after-school opportunities for young people in improving school performance, building civic responsibility and decreasing juvenile crime. All of the studies indicate that the hours between 3:00 and 7:00 pm can be crucial towards the enrichment and healthy development of young people or the time risk-taking behavior is more likely to occur.

The research also tells us that employers lose productivity as parents spend the hours after 3:00 pm worrying about and trying to contact their children. The fact is that healthy families and healthy neighborhoods provide kids with places to go when school is out, something to do, with someone who cares. From the White House to the statehouse, from the schoolhouse to children's houses, the need to provide positive, constructive, supervised opportunities for our young people while most of the adults in their world are out working is recognized. The challenge faced by advocates and policy-makers is to fund quality, affordable, accessible youth development programs that meet the needs of working families and enrich learning and social development for young people. The promising pay-off is limitless when the challenge is met to provide opportunities for children and youth in their out-of-school time offering academic support, cultural enrichment, technology, sports and recreation. But providing adequate funding and building the support so that programs are available, affordable and accessible for all the youngsters who need them is both the challenge and the opportunity.

Federal and local governments have in recent years been increasing their support of after-school or youth development programs with many states investing in these programs. Indeed, Pennsylvania through its support of Communities That Care and after-school child care programming provides some support to this population. But many of us recognized the need for a new state dedicated source of funds to augment the local, national and philanthropic support for youth development in Pennsylvania.

Two years after a broad based coalition cheered when a youth development bill was introduced and passed in the House of Representatives, we were disappointed to see it die in the Senate. One year after a similar bill was passed in the Senate Committee but failed to reach the floor for a vote, we sought to learn from other states that had been successful in securing separate new funds and funding streams for youth development programs. So we looked to California and we looked at Illinois; we sought to learn from Maryland and North Carolina, Kentucky and New York. All these states somehow had managed to stimulate the right combination of public and private leadership to change the picture for youth opportunity.

And we asked, Why not now? Why not here?
Why not in Pennsylvania?

Executive Summary

With the support of The Center for Youth Development at the United Way of Southeastern Pennsylvania, PCCY looked into the experiences of other states in successfully supporting youth development initiatives. This report is the result of interviews with child advocacy experts in these states where governors and legislators appropriated millions of dollars to after-school and youth programs for children from six to sixteen years of age.

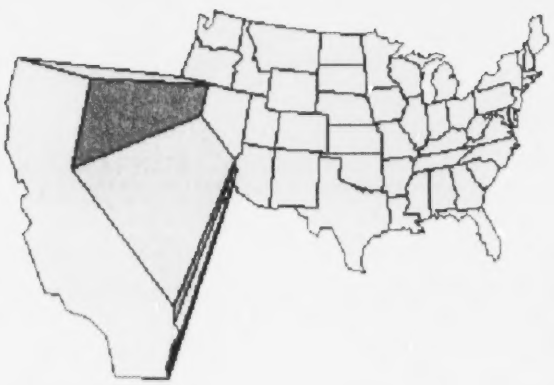
We learned that states invested in these programs to boost children's academic achievement, lower juvenile crime rates, to improve quality of life in communities and to support working families – or all of the above. While some programs emphasized one aspect more than others, they all shared some of these reasons. All the states profiled stressed the importance of the preventive quality of these programs. Some decided to tie the funding to schools, others to social service, juvenile justice or recreation programs. While funding may originate in one office in the state, implementation was often found with partners at the community level.

Until such time as after-school and youth development programs are receiving adequate dedicated funding from federal, state and local municipal sources, advocates and providers will need to look at every possible and creative approach to building support. There is no one answer, there are no shortcuts, but there are strategies, and there are lessons and learnings to share:

- **We need powerful champions in elective office. We need to seek them out, encourage them and support them - to make this issue their cause.**
- **We need coalitions of stakeholders from different places who can and will tell stories that matter to people who will listen.**
- **We need to create opportunities to use the media and our champions strategically.**
- **We need to sharpen our message and increase the numbers express the message.**
- **We need to tie the benefits of youth development to the economy, the community and families.**
- **We need to be flexible and inclusive.**
- **We need to build political and community coalitions.**
- **We need leaders from all walks of life and all political stripes to become stakeholders in investing in our young people.**
- **We need people who will call on the Governor and Legislative leadership - persistently.**

Sometimes the catalyst will be a report, sometimes the champion will be an insider, sometimes an outsider, sometimes a governor, sometimes you.

California - A Model Of Coalition Building



Background

In 1998, California had a robust economy, a budget surplus, a Governor committed to education and enrichment.

Catalysts

There had been general dissatisfaction in California in the 90's, especially in the area of education. Rallies and demonstrations organized and led by student groups to the capitol helped to bring much needed attention to education funding in general. While the student rallies were not calling specifically for after-school programs, they helped to garner support for the issue.

In 1998, three after-school bills were introduced which were later collapsed into one bill. One of the authors of these bills was Senator Bill Lockyer (D-Hayward), now California's Attorney General. The bill passed; it established California's After School Learning and Safe Neighborhood Partnerships Program (ASLSNPP) with $50 million.

Champions and Coalition Partners

A broad-based coalition worked to ensure the establishment of After School Learning and Safe Neighborhood Partnerships Program (ASLSNPP) including children's organizations such as Children Now, faith based organizing efforts including the Pacific Institute for Community Organizing (PICO), community based organizations, legislators and others. The Foundation Consortium, a group of foundations interested in children's issues, also played a key role.

Programs and Funding

Result -.$50 million year one, $85 million year two

The fund is administered by the California Department of Education. Much of the advocacy now is focused on augmenting the fund. Local programs partner schools with communities to provide academic and literacy support and safe, constructive opportunities for students in kindergarten through ninth grade. Programs consist of two core components:

- An educational and literacy component to provide homework assistance and/or tutoring in one or more of the following areas – language arts, math, history and social studies or science.

- An educational enrichment component, which may include, but is not limited to, recreation and prevention activities. Such activities might involve the arts, music, sports and recreation, work preparation, teen pregnancy and substance abuse prevention, gang awareness, conflict resolution, community service-learning

Grant applicants may include: local education agencies (LEA's), cities, counties, or non-profit organizations in partnership with an LEA or LEA's. Priorities for funding are given to communities where a large percentage of students are eligible for free or reduced-cost meals. School districts must provide a match to be eligible. A requirement of the grant is that 50 percent be used in elementary schools and 50 percent in middle or high schools. Grants are awarded for three years.

After-school programs participating in the After School Learning and Safe Neighborhoods Partnerships Program are asked to submit annual outcome-based data from evaluations conducted locally. Data includes measures for academic performance, attendance, and positive behavioral changes. The California Department of Education considers the evaluations when determining annual grant renewal.

"You know trouble can start when the clock hits three.
When there's no place after-school for kids to be.
Nothing to do but hang out on the streets.
When Mom and Dad are working to make ends meet."

- *Now It's Time to Beat the Street*
Public Service Announcement
National Urban League

Illinois - Police Chiefs Team up with Governor

Background

Although there was increased recognition of the need for many more programs available in all communities across the state, youth program funding had been at a static level.

Catalyst

In 1998, Fight Crime, Invest in Kids, a national organization of police chiefs and law enforcement officials issued a report showing the impact of positive structured opportunities for young people in the after-school hours. When the report was issued, the Illinois Secretary of the Department of Human Services and the President of the Fight Crime – Invest in Kids state-wide organization stood together in urging more funding for after-school and youth programs.

Champions

Fight Crime – Invest in Kids worked closely with the Governor and the child advocacy organization, Voices for Illinois Children. The Illinois Municipal League, realizing that youth development programs under their jurisdiction needed more resources, joined in.

Police chiefs played significant roles, particularly ones from parts of the state around Elmhurst – a conservative stronghold. Advocacy reached out to rural, suburban and urban areas and those elected officials not usually supportive on this issue. The police chief worked with the House Minority leader to take the Fight Crime agenda to fellow Republicans and to make it a priority.

Other events as part of the landscape

Columbine happened in the Spring of 1999. That tragedy reinforced the message of the Fight Crime – Invest in Kids report, drawing huge public notice.

Next steps

Fight Crime has now formed a state-wide coalition of program grantees to advocate for increased funding. The coalition uses both administrative and legislative advocacy strategies. There is a coalition fax database that enables advocates to stay in contact with legislators and Fight Crime constituents. Backing has come from parks and recreation agencies, United Ways, and non-profit providers.

Programs and Funding

Result - funding now at $18.5 million

The program that was created, Teen REACH (Responsibility, Education, Achievement, Caring and Hope) was established by the Department of Human Services, Division of Community Health and Prevention, in 1998 at an $8 million level. It offers services to high-risk youth between the ages of 6 and 17. Programs focus on prevention and seek to expand the choices and opportunities that enable, empower and encourage youth to achieve positive growth and avoid risk-taking behavior.

Teen REACH programs provide the following core services and may include additional services appropriate to community and participant needs.

- Academic enrichment, which encompasses time to do homework, tutoring in basic skills and enrichment programs that encourage creativity.
- Recreation, sports and cultural and artistic activities
- Positive adult mentors
- Life skills education
- Parental involvement

Teen REACH has grown from 37 programs in FY 1999 to 76 in FY 2000. It was a Governor's initiative with advocacy support from Fight Crime – Invest in Kids.

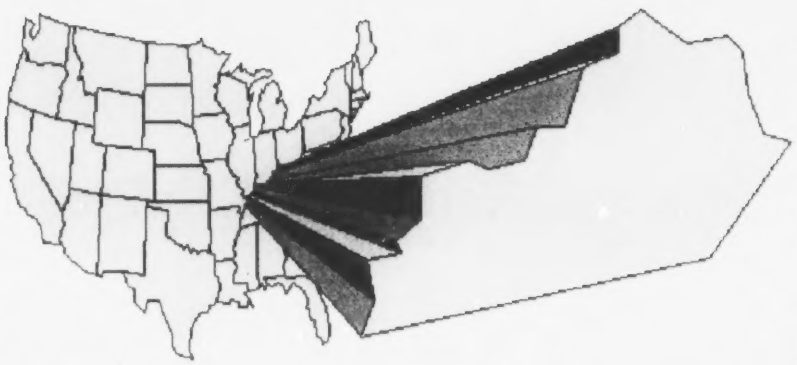
The original funding was savings from TANF funds. It now comes from general funds and amounts to almost $19 million. A new proposal with Fight Crime would create Kids Share in which 1/3 of tobacco money for three years would form an endowment fund to respond to community expressions of need and would maximize collaboration at the community level.

Currently all funding for Teen REACH comes from state general revenue funds. Last fiscal year there were 76 grants awarded to fund after-school programming at 238 sites serving 49,500 children. Teen REACH partners with the Illinois Alliance of Boys and Girls Clubs. The appropriation was $18,500,000. Teen REACH is administered by the Department of Human Services. A Kids Share endowment fund would be a unit of state government having an advisory board of public and private groups.

Using an RFP process, the Department of Human Services selects community-based groups such as social services agencies, churches, youth-serving organizations and in some rural counties the Health Department. Schools are not eligible to receive grants.

Grants are for three years, and there is now an effort to require state planning for expansion and for coordination with the US Department of Education after-school fund. The program requires monitoring and evaluation.

Kentucky - An Extension of School Reform



Background and Catalyst

In 1988, the state education system was declared unconstitutional, and school reform was mandated. The 1990 Kentucky Education Reform Act (KERA) called for "extended school services" to supplement instruction of the regular school day. Importantly, the KERA legislation also increased state revenues by over $500 million per year.

Reforms in the Kentucky juvenile justice system, under a federal consent decree for five years before it was lifted in January 2001, include a local planning and grants process aimed at supporting youth development programs.

Champions

Both the state's juvenile justice system and its education system were under legal scrutiny. In both cases, policy makers in the executive and legislative branches capitalized on the opportunity to support programs to change the shape of youth development and education in the state. Given the tenor of the times, the Commissioner of the Department for Juvenile Justice promoted youth development programs under the banner of prevention. Leaders in the school reform process saw the opportunity to bolster school achievement and support working families by developing before and after-school programs for students falling behind in the classroom.

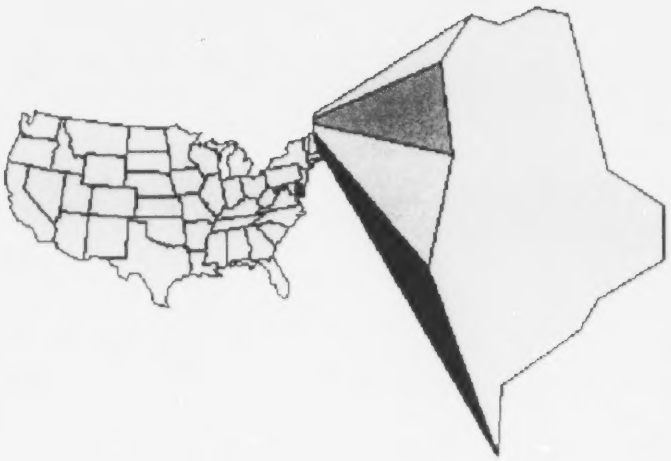
Programs and Funding

Result: $34 million

The extended school services program has grown from $21.4 million in its inaugural year in 1991 to $34 million in 2000. The programs are outside the regular school support formula and are considered remedial and largely provided before and after school. The funds are administered by the Department of Education and flow directly to the state's 176 local school districts. The program serves nearly 200,000 students annually.

In 1998, the Kentucky legislature mandated local delinquency prevention councils in the eleven most populous counties, where over 76 per cent of all juvenile arrests occurred. The local planning councils receive some staff support from the Department for Juvenile Justice. These councils award "front-end" prevention funding to local service programs. In FY 2001, just over $3 million was distributed for programming ranging from family support and truancy reduction to recreational and youth development opportunities for at-risk youth. Advocacy is currently focused on increasing funding for prevention programs in the eleven pilot counties and extending funding to the state's other 109 counties.

Maine - Legislators Pull Together



Background

In 1998, the child advocacy organization in the state began the process of educating legislators, the media and the public about the importance of quality programs for young children. In a state whose citizens consider themselves overtaxed, it was clear that in order to pass any significant legislation, the cost to the state, to business and to taxpayers had to be modest. A meeting gathered together advocates, lawmakers and policy experts to ensure that children were a priority when budget decisions were made.

Catalyst

In 1999, a coalition formed to combine various child care and early education bills being prepared for introduction in the legislature. They made a strategic decision to bundle all the bills and to work as a team to get them passed. The coalition decided to extend the age group covered to include school-age children. The initiative was called Start ME Right, and that name really caught on. There was strong bi-partisan support in both chambers.

Champions

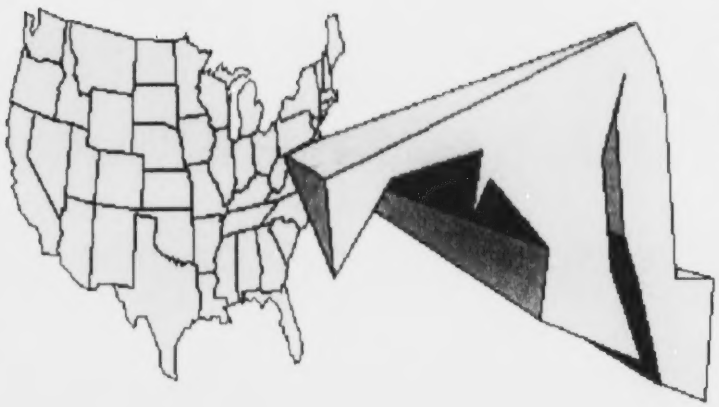
A few legislators were very committed from the beginning, and persuaded their colleagues to take the position to either "fund us all or cut us all." The result of that solidarity was a comprehensive program funded at $15 million, using tobacco money.

Programs and Funding

Results - $15 million statewide

Grants are awarded by the Department of Human Services to work in four ways – home visiting, child care centers, community youth programs, business vouchers and tax incentives.

Maryland - 3 Legislators, Lots of Public Awareness



Background

During the 1999 legislative session, the Maryland General Assembly passed a bill to establish the Maryland After-School Opportunity Fund. Complementing the after-school bill is the Maryland Child and Dependent Care Tax Credit.

Catalysts

The Speaker of the House and two other legislators wanted to do something about after-school care and kids. So did Maryland Advocates for Children and Youth. The combined effort of child care advocates and grassroots organizations had produced an outline of the legislation. Leadership in the House had the bill drawn up. The legislators worked with the Speaker to have it included as one of his top three priorities. The Speaker and the legislative team made it their cause and pushed it with their colleagues.

Champions

The Speaker took the lead, including signing Op-Ed pieces in the major newspapers, speaking out with the other legislators and letting it be understood that this was a priority. One of the legislators aggressively promoted a commitment from the state to do more than it had in the past. The governor was not actively involved but did not oppose the initiative. Colin Powell as a spokesman for Boy's and Girl's Clubs was another champion.

Coalition Partners

Supporters of the initiative were pulled together by the state child advocacy organization. Because of the understanding of the universal need, advocates were quite successful in garnering bi-partisan support and specifically from Republicans in the suburbs. Endorsements of the bill were secured from a variety of stakeholders across the state. The endorsement sheets were actively circulated and contacts with legislators were important in the success.

Programs and Funding

Results

A statewide youth development bill funded at $10 million per year was passed. Legislators and fellow advocates are presently working to double the amount in the budget to reach a $20 million commitment.

In addition advocates are working to enhance the tax credit by increasing it from 25 percent to 100 percent of the federal credit, making it refundable, and covering the teen years.

Funding for the after-school programs comes from TANF dollars that were put into a fund for a possible economic downturn. The initial appropriation is $10 million. The proposed tax credit is equal to 25 percent of the federal tax credit for child care and after-school expenses for children 12 years and younger. The fund is administered by the Administration for Children and Families in the Department of Human Resources. It is guided by the Maryland After-School Program Advisory Board, comprised of representatives from the legislature. Local management boards are appointed for each jurisdiction (county) that responds to an RFP from the Department of Human Resources.

One-half of the fund is allotted to jurisdictions based on the population at or below the poverty line. That amount is guaranteed to the jurisdiction. The other half is awarded on a competitive basis but with a cap on the total amount. A strong proposal can win additional funding for the jurisdictions. For example, if the allotted amount is $400,000, a strong proposal can add additional dollars up to $700,000. If a local management board is not ready to compete for program funding, they can request a planning grant. The 50-50 split between competitive programs and guarantees helped win proponents to the cause.

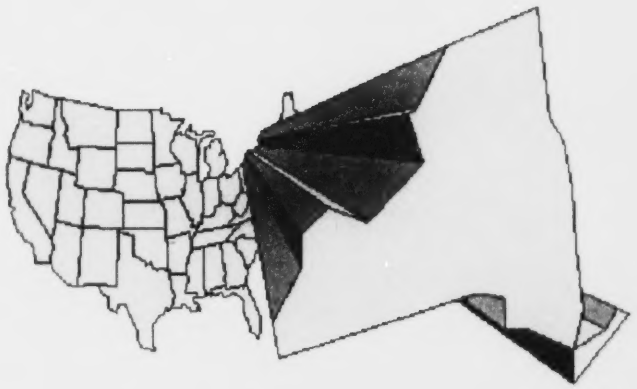
Built into the bill is $750,000 for technical assistance and program evaluation.

"Ninety-One percent of voters think there should be some type of organized activity or place for children and teens to go after-school every day that provides opportunities to learn.

More than 80 percent call after-school programs a necessity in their communities. Most would pay more taxes to cover the cost."

- Public opinion survey funded by Charles Stewart Mott Foundation

New York - Priming the Pump Plus Advocacy



Background

New York has supported after-school and youth development programs in an ad hoc non-systemic manner for many years.

Catalyst

Significant increases appropriated over recent years were spurred by a $125 million challenge grant made by the philanthropist, George Soros, through the Open Society Institute (OSI). In 1998, The After-School Corporation (TASC) was established to manage funding. The goal of TASC is to enhance the quality and availability of in-school programs in New York and across the nation and to make after-school opportunities a public responsibility.

Champions and Coalition Partners

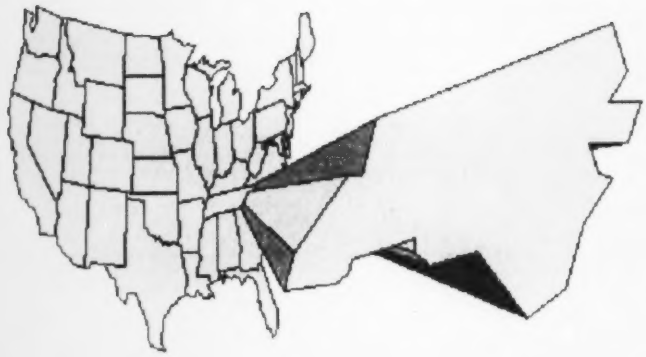
Three champions played prominent roles in the initiative in New York. Leading the way has been George Soros who believes that after-school and youth development programs are a positive and effective way to deal with many social issues, including drug and alcohol use, teen pregnancy, failure in school and the need for supports for working parents in the context of welfare changes. Governor Pataki was motivated to invest state funds based on the Soros investment.

The Governor proposed the creation of a new entity, empowered his agency staff to develop it, and has increased funding every year. Prior to the Soros funding, New York City Council Speaker Peter Callone identified youth development programs as an important investment. His interest was based on his experience as an after-school and summer worker with children while in college. A statewide coalition of advocates - The Coalition for After-School Funding - has been organized by Citizen Action of New York. The efforts of the coalition, focused in Buffalo, Albany and New York City to date, have mobilized hundreds of individuals and organizations statewide. The coalition convenes local committees which advocate on local, state and federal youth development issues, and engage in a range of activities including community awareness and education, leadership development, press events, letter-writing campaigns, community rallies and various kinds of lobbying. The coalition is funded by The After-School Corporation.

Programs and Funding

The Open Society Institute pledged to spend up to $25 million a year over a five-year period. The Institute challenges the state to raise $3.00 for every $1.00 it contributes. Funding comes from state tax levies, federal child care monies, U.S. Department of Education Title I, 21st Century Community Learning Center program dollars, and TANF funds. At the local level funding sources are tax levies, OSI, the United Way and private corporate donors. The legislature has added funds every year to a program it created called the Extended Day/School Violence Prevention Program. The programs are targeted to non-profit organizations and schools. Funds are disbursed through a competitive RFP process. State and local funds are subject to annual appropriations. OSI funding will end in 2003, although it may be extended to 2005. The After-School Corporation's programs are evaluated by Policy Studies Associates of Washington, D.C.

North Carolina - Governor as Quarterback



Background

The governor was very interested in working with a number of strong state-wide non-profits to designate a higher level of funding for youth development and early childhood programs. At the same time there was movement in the legislature to give more support to youth programs at the local level.

Catalysts and Beginning Steps

Leaders of the state affiliates of organizations like Communities in Schools, Boys and Girls Clubs, and 4-H pulled together to form a coalition called the North Carolina Child Advocacy Coalition to work together with the governor and key legislators to set out a strategy to accomplish two goals: 1) designate a higher level of state funds for youth development programs and 2) prioritize the use of federal funds to maximize youth programming. The coalition divided into work groups and employed a lobbyist to move its agenda forward. Informants cited the fact that advocates and administrators such as the state school superintendent had grown up together, had worked and learned with each other in graduate school and were thus able to work though issues with each other.

Champions and Coalition Partners

North Carolina was successful in assembling several people, in addition to the governor to spearhead the initiative for youth development funding. The Speaker of the House recruited a bi-partisan group of legislators. State-wide organizations like Communities in Schools (in 32 communities) rallied support at local levels. The North Carolina Child Advocacy Coalition created a Covenant for Children whose members pledged to work in a unified manner when advocating for funding. Because of the concern about gangs and juvenile crime the Department of Juvenile Justice and Delinquency Prevention got on board as well as the Office of Crime Prevention and Public Safety.

Playing a prominent champion role all along has been the business community with a particular concern that programs promoting healthy development and learning be funded at a prevention level.

Programs and Funding

Results: $10 million for prevention/intervention which has grown to $54; $7.25 million for Support our Students (SOS) middle school programs and $20 million for after school programs.

In 1994, youth programs were developed on a pilot basis. Bills introduced in the legislature called for grants to go to organizations with the capability to manage well and provide accountability.

Funding came from several sources – line items in the budget, TANF money, federal juvenile justice grants and local business and corporate commitments. Smart Start for children up to age five receives $330 million. Youth development intervention/prevention programs receive $54 million. Programs serving children specifically after-school received an additional $10 million from the Office of Juvenile Justice.

Particularly impressive is the after-school initiative targeting middle school students. The Support Our Students (SOS) Program provides high quality after-school activities through awards of grants to neighborhood and community-based organizations. It is a public-private partnership, which combines resources from schools, agencies, businesses and non-profits. The program has been expanded to cover 79 counties, serving over 13,000 youth at over 200 sites. Programs provide mentoring, tutoring and enrichment, community service and summer sessions. Grants total $7.25 million, and an additional $5 million is received through cash and in-kind donations. SOS programs have shown a positive impact on academic performance, school attendance and suspension rates. Evaluations also indicate that arrest rates are lower in counties where program participation is high.

Advocates have encouraged public and private supports. What has worked as a strategy has been to show a level of private sector investment – as concrete as a formula that for every dollar of state funding, nine dollars of local funding will be leveraged. To strengthen confidence in the management of the grants, trainings were conducted by the Center for Non-Profits on maximizing public-private grants, and on accountability for outcomes.

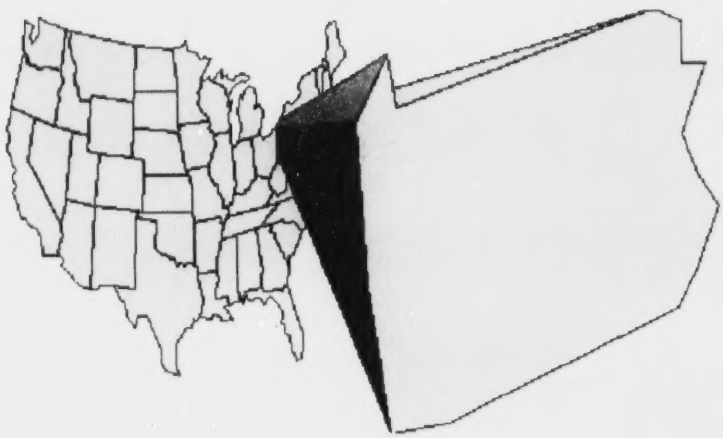
The strategy for renewing funding is to work with the budget cycle. The state budget is prepared every other year, and during the "off-year" advocacy focuses on expansion. The current strategy with a new governor is to attain the status of "continuation funding" for youth development programming.

Youth development programs are monitored and evaluated by a state education oversight committee. To continue to work toward increased commitments for prevention, the newly formed North Carolina Asset-Building Coalition focuses on ways to increase youth development funding and to build public awareness in communities.

"Children need sanctuaries far away from the things that will get them into trouble - drugs, crime and violence, or hanging out with the wrong crowd. It is our responsibility to protect them."

- General Colin L. Powell

Call to Action - Why not here?



As we looked at the other states which have been successful in developing a dedicated funding stream for youth development, we saw that in each one there were champions who made youth development their cause. We learned that a champion could be a governor, a legislator, a judge, an educator, an outside philanthropist or all of the above. We learned that these champions were persistent and focused strategists.

We learned that there is strong consensus across the country that youth development programs are good for communities and good for children and families. We learned that some states enacted this legislation to lower juvenile crime, others to improve school performance, still others to improve the quality of community life and enable parents to work... or all of the above. **And we ask... Why not here?**

We learned that organizations and coalitions could help make the public more aware of the need by developing articles and op-ed pieces to be shared with and co-signed by influential public figures and published in newspapers throughout the state. We saw the importance of building support from every part of the state - rural, suburban and urban.

We learned that the successful bills could be linked with others supporting children or could stand alone - depending on the opportunities presented. **Why not here?**

We saw that state and community leaders from both sides of the aisle can work together to develop serious initiatives to create a youth development system to strengthen families and communities. And we ask... **Why not here?**

Can we pull together to seize this time to learn lessons from other parts of the country and apply and adapt them to our landscape? **Why not?**

We need the will, the champions, the resolve and the strategy.
We can do this. We should do this. We will do this.

Recommendations

Find, Support and Assist Champions

- Identify and cultivate champions in the Legislature;
- Reach out to legislators in conservative areas and raise awareness about after-school programs in their districts that would receive funding;
- Reach out to legislators with ambitions for higher office and urge them to make youth development a signature issue;
- Identify individuals and organizations who can help the Governor become a champion;
- Generate opportunities in places where the Governor has funded youth programs;
- Create a coalition to work on contacts with the Governor;

Build broad -based visible support

- Reach out to strong state organizations in law enforcement, in the business community, United Ways, and religious groups;
- Develop a strong relationship with the association of county commissioners. Carve out a specific role for the commissioners from targeted areas of the state;
- Have a representative from the Illinois Municipal League who worked on its initiative communicate with the chair of the county commissioners in Pennsylvania;
- Increase the use of TANF funds for at least a portion of the required funding;
- Put together a packet of the road map to successful funding of youth development Spell out goals and objectives, strategies and people who need to be engaged;
- Assess the strategy of a youth development bill as a part of a package of bills backed by a key leader in the Legislature;

- Pull funders into a coalition to provide resources for training and technical assistance;
- Bring in a "national personality" from the new administration to speak out for kids;
- Sponsor an event highlighting the need for youth development and featuring the support of the business community;
- Place Op-Ed pieces around the state signed by Democrats and Republicans and local law enforcement officials.

Develop and Strengthen On-Going Supports

- Research other states' uses of tax credits for youth development funding;
- Consider a distribution formula for allocations combining guarantees and competition similar to the Maryland plan;
- Assess the value and fit of various public departments to administer grants in collaboration with an advisory board;
- Award grants on a three-year basis which include technical assistance and evaluation;
- Keep the message going out that youth development programs work for youth, families, communities and the Commonwealth of Pennsylvania.

"Risk can be transformed into opportunity for our youth by turning their out-of-school hours into the time of their lives."

- A Matter of Time
Report by the Carnegie Corporation

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Project Staff:

Cheryl B. Oakman, Ph.D., Director
Center for Youth Development

Shelly D. Yanoff, Executive Director
Philadelphia Citizens for Children and Youth

Bonnie Raines, Youth Development Coordinator
Philadelphia Citizens for Children and Youth

Steven E. Fynes, Information and Events Coordinator
Philadelphia Citizens for Children and Youth

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Cheryl B. Oakman, Ph.D., Executive
Center for Youth Development
United Way of Southeastern Pennsylvania
Seven Benjamin Franklin Parkway
Philadelphia, Pa 19103
215-665-2554
215-665-2557
cyd@uwsepa.org
www.uwsepa.org/cyd

Shelly D. Yanoff, Executive Director
Philadelphia Citizens for Children and Youth
Seven Benjamin Franklin Parkway
Sixth Floor
Philadelphia, Pa 19103
215-563-5848
215-563-9442
ppccy@aol.com
www.pccy.org